

**GOALS AND OBJECTIVES
INDIANA WIC PROGRAM
FISCAL YEAR 2015**

GOAL I: The State Agency will maintain integrity and quality assurance standards for vendor management.

Assessment: Through continued use of WISE generated reports and banking system information and vendor monitoring, the State Agency staff will ensure that vendor quality assurance standards will be maintained at the highest levels.

Objective 1: Ensure WIC participants have access to WIC foods through a retail food delivery system.

Functional Area: Vendor and Farmer Management, Food Delivery/Food Instrument/Cash-Value Voucher Accountability and Control.
[Cross-reference: 7 CFR 246.12]

Action Plan:

1. Select and authorize additional retail stores.
2. Ensure local agencies are trained on current vendor management policies and procedures, WIC approved foods, redemption procedures, and other program requirements.
3. Monitor 50% of authorized vendors to ensure program requirements are met including the proper redemption of all food instruments.
4. Review and update Local Agency vendor management on a biannual basis to determine compliance with the State Agency policies and procedures. Recommend corrective actions as needed and require appropriate written responses to recommendations.
5. Record all vendor related activities in WISE for TIP reporting requirements.
6. Conduct compliance buys to ensure program integrity.
7. Prepare for the planning of EBT by attending informational conferences; contact states that have implemented EBT; and begin conversations with ISDH management, clinic staff, and retail stores.
8. Participate in EBT planning.
9. Investigate program integrity issues such as possible misuse of benefits.
10. Evaluate current peer groups to ensure vendors are appropriately assigned to peer groups which most accurately reflect their WIC redemptions.

11. Explore implementing inventory audits as a vendor integrity measure.

Means for Evaluation: Objective 1 will be measured by successful completion of each Action Plan component as determined by task completion, WISE reports, Local Agency Vendor Management Reviews, and compliance buy results.

GOAL II: The State WIC Agency will ensure consistent quality of Local Agency WIC Program services and management.

Objective 1: Assist Local Agency WIC Programs in maintaining caseload and improving Program services.

Functional Area: Organization and Management.
[Cross-reference: 7CFR 246.19]

Action Plan:

1. Review each Local Agency WIC Program biannually in all areas including vendor reviews, financial reviews, and nutrition and client services reviews.
2. Provide Local Agency WIC Programs access to data reports and monitor caseload.
3. Assess Local Agency WIC Program *Publicity and Outreach Plans* to facilitate reaching all potential applicants and high-risk populations.
4. Assess Local Agency WIC Program projects to educate and train staff on providing quality participant-centered services to WIC participants.
5. Provide Local Agency WIC staff Medicaid and SNAP outreach lists so that eligible pregnant women, infants, and children may be recruited.

Means for Evaluation:

Objective 1 will be measured by evaluation of the local agency performance using the program area reviews, participant surveys, budget applications, and WISE caseload reports.

Objective 2: Assist Local Agency WIC Programs in evaluating standardized performance measures for program improvement.

1. Nutrition Education Compliance
2. Check-Value Voucher (CVV) Redemption Rate
3. Childhood Obesity Rate
4. Smoking Rates in Pregnant Women
5. WIC Retention Rate
6. Breastfeeding Initiation and Duration Rates
7. Percentage of Pregnant Women Who Attended Breastfeeding Class

Functional Area: Organization and Management, Nutrition Services.

[Cross-reference: 7CFR 246.11; 7CFR 246.19]

Action Plan:

1. Review Local Agency WIC Programs Statewide data ranking and identify ways to improve performance outcomes.
2. Designate Nutrition Education materials and funds to support the improvement of benchmarks within local agencies.
3. Promote smoking cessation referrals to address the state initiative of infant mortality.
4. Provide referrals to lactation consultants and Peer Counselors to support and increase Breastfeeding duration.
5. Increase and maintain caseload by monitoring the number of participants who picked up their set of checks.
6. Provide local agency staff in-services to improve program management.

Means for Evaluation:

Objective 2 will be measured by evaluation of the local agency benchmark rates quarterly.

GOAL III: The State Agency will ensure that Local Agency WIC Programs maintain integrity and quality assurance standards for nutrition education, clinic operations, business service operations, vendor management compliance, and program administration in compliance with state and federal policy.

Assessment: To improve the quality of WIC services provided by the Local Agencies to WIC participants in the areas of nutrition, clinic services, and program management, the State Agency will increase technical assistance to Local Agency WIC Programs through training and on-site visits.

Objective 1: Increase technical assistance and support to Local Agency WIC Programs to assist them in maintaining and improving quality services.

Functional Area: Nutrition Services Administration; Nutrition Services; Vendor Management; Caseload Management; Certification and Eligibility, and Civil Rights.

[Cross-reference: 7 CFR 246.11 (c) and (d), 246.12.3(xi)]

Action Plan:

1. Provide the following training sessions for local agency staff:
 - a. Clinic Services Training, online modules.
 - b. Two-day Nutrition Education Orientation, three sessions per year.
 - c. Two-day Coordinator Nutrition Orientation, individual.

- d. One-day Coordinator Finance Orientation.
 - e. One-day Breastfeeding Coordinator Training, two sessions per year.
 - f. Five-day Lactation Specialist Training, one session per year.
 - g. Peer Counselor Support Group education, ten per year.
 - h. One-day Vendor Training for New Coordinators.
 - i. Civil Rights, online module.
- 2. Provide Local Agency WIC Programs timely and updated state and federal policies and procedures, information system updates, and programmatic changes.
 - 3. Provide technical assistance to all local agencies in the areas of nutrition education, clinic services, epidemiology, finance, breastfeeding, vendor and information system support.

Means of Evaluation: Objective 1 will be evaluated based on completion of the Action Plan components.

Objective 2: Continue to support *VENA: Revitalizing Nutrition Education or Participant-centered Services* within the Indiana WIC Program.

Functional Area: Nutrition Services.

[Cross-references: 7 CFR 236.11 (d) (2)]

Action Plan:

1. Continue the implementation of the Nutrition Education Plan objectives that promote VENA or Participant-Centered Services.
2. Maintain and encourage the counseling strategies for VENA through staff observations during Comprehensive Reviews.
3. Change clinic environments to promote participant-centered encounters in a comfortable and friendly atmosphere.
4. Create and provide to local agency CPAs and clerical staff two self assessment guides containing key elements of VENA and participant-centered services (PCS).

Means of Evaluation: Objective 2 will be measured by successful completion of each Action Plan component as determined by task completion and Local Agency Comprehensive Reviews.

Objective 3: Encourage the consumption of fresh and frozen fruits and vegetables through nutrition education and good purchasing practices.

Functional Area: Nutrition Services, Food Funds Management.
[Cross-reference: 7 CFR 246. 11]

Action Plan:

1. Encourage local agencies to follow up with participants at check issuance regarding their cash value voucher shopping experiences.
2. Work with vendors to increase their understanding of CVV usage.
3. Provide data regarding rejected CVVs to vendors in the Vendor Newsletter.
4. Continue activities in the Nutrition Education Plan for increasing fruit and vegetable consumption and redemption of CVVs.
5. Promote the implementation of the final food rule and increasing of the \$6 CVV to \$8.
6. Monitor the benchmark performance outcome- Check-Value Voucher (CVV) Redemption Rate.

Means for Evaluation: Participants will be issued new food packages and will receive appropriate education based on completion of each Action Plan component.

Objective 4: Monitor all NSA Expenditures to ensure fiscal management.

Functional Area: Nutrition Services Administration, Organization, and Management.
[Cross-reference: 7 CFR 246. 13]

Action Plan:

1. Approve annual budgets from all Local Agencies.
2. Perform monthly monitoring of Local Agency expenditures through ACIS.
3. Perform annual financial reviews of all Local Agencies.
4. Revise budgets throughout the fiscal year to assure proper allocation and expenditure of funds.
5. Provide on-site WIC finance training to all new WIC Coordinators.
6. Provide ongoing technical assistance to Local Agencies regarding budgets, expenditures, and fiscal issues.
7. Monitor asset tracking procedures, provide access to the state asset tracking system as needed and ensure ongoing inventory updates from Local Agencies.

Means of Evaluation: Objective 3 will be evaluated based on the completion of the Action Plan components.

Goal IV: The State Agency will ensure that all potential WIC participants within Indiana have access to services and are aware of Program benefits and accessibility.

Assessment: Increasing and maintaining caseload is a priority. The State will develop outreach strategies to inform potential participants of the services and benefits of the Indiana WIC Program. Steps will be taken to ensure minority populations are provided with necessary services so that they may effectively utilize the Indiana WIC Program.

Objective 1: To increase participation rates at all local agency clinics.

Functional Area: Caseload Management, Organization, and Management.
[Cross-reference: 7 CFR 246. 7]

Action Plan:

1. Assign local agencies caseloads for FY 2015 based on a 12-month average (October 1 through September 30) caseload.
2. Provide technical assistance to local agencies to assist them in maintaining caseload.
3. Adjust funding levels according to caseload growth or reduction.
4. Seek approval for marketing plan projects that encourage public awareness of WIC to eligible women, infants, and children.
5. Provide a WIC exhibit at appropriate health fairs and conferences.

6. Increase education and information provided on the ISDH WIC Web site.
7. Expand and refine the social marketing outreach program.
8. Improve the Medicaid Outreach Process by revising the WIC MIS programming code, migrating this process into WISE, and adding contact information of pregnant women on Medicaid to the list of potentially eligible participants for the WIC services.
9. Continue to implement the WIC MIS system changes that will allow additional resources for the maintenance and increase of agency caseloads.

Means of Evaluation: Objective 1 will be measured by the percentage of caseload growth or reduction in FY 13 by participant category and race/ethnicity.

Objective 2: Expand services to target special population groups.

Functional Area: Certification and Eligibility, and Civil Rights.
[Cross-references: 7 CFR 246.7(m); 246.7(c)(ix); 246.8(c)(3)]

Action Plan:

1. Continue to develop and distribute bilingual (Spanish and Burmese) outreach, nutrition education, and operational materials for use in WIC clinics.
2. Continue to encourage local agencies to hire bilingual (Spanish and Burmese) staff to meet the need for more effective communication and provide second Nutrition Education class contacts.
3. Contract with Language Line, Indy Translation, and Briljent to provide certified face-to-face interpretation and telephonic and written translation services.

Means of Evaluation: Objective 2 will be evaluated based on an increase or reduction in minority caseload by category and race/ethnicity.

GOAL V: The State Agency will provide breastfeeding promotion and support activities to increase the proportion of exclusivity and duration of mothers who breastfeed their babies.

Assessment: Healthy People 2020 National Health Promotion and Disease Prevention sets forth the objective of increasing to at least 81.9% the proportion of mothers who breastfeed their babies in the early postpartum period and to at least 60.6% the proportion who continue breastfeeding for six months, and 34.1% for one year. Furthermore, 46.2% of infants will be exclusively breastfed until three months of age and 25.5% will be exclusively breastfed through six months of age.

Objective 1:

Provide culturally appropriate breastfeeding promotion and educational materials.

Functional Area: Nutrition Services, Organization, and Management.

[Cross-references: Healthy People 2020, Breastfeeding; the USDA Midwest Region Policy Memo #91-6 dated January 30, 1991. WIC Nutrition Services Standards, USDA, Nov. 2001]

Action Plan:

1. WIC clinics will provide culturally appropriate breastfeeding materials. At least one promotional and instructional material will be offered at all times. Other WIC approved videos, booklets, and pamphlets may be available for classes and individual instruction.

Means of Evaluation: Objective 1 will be measured through local agency visits by self-review and/or Breastfeeding Committee members within their assigned region.

Objective 2: Provide breastfeeding supplies as needed to promote duration rates.

Functional Area: Organization and Management, Nutrition Services, and Nutrition Services Administration.

[Cross-references: Healthy People 2020, Breastfeeding; the USDA Midwest Region Policy Memo #91-6 dated January 30, 1991. WIC Nutrition Services Standards, USDA, Nov. 2001]

Action Plan:

1. WIC clinic staff will be trained on the proper use of breast pumps.
2. Breast pumps and supplies will be distributed and accounted for according to policies and procedures.

Means of Evaluation: Objective 2 will be measured by the completion of the Action Plan component.

Objective 3: Provide training and continuing education to WIC staff on breastfeeding promotion and support.

Functional Area: Organization and Management, Nutrition Services, and Nutrition Services Administration.

[Cross-references: Healthy People 2020, Breastfeeding; the USDA Midwest Region Policy Memo #91-6 dated January 30, 1991. WIC Nutrition Services Standards, USDA, Nov. 2001]

Action Plan:

1. Provide the following training sessions for local agency staff:
 - a. Peer Counselor training to all newly hired peer counselors before they begin acting as WIC peer counselors.
 - b. Quarterly Peer Counselor Support Groups containing breastfeeding education and problem solving opportunities.
 - c. Incorporate appropriate breastfeeding training into General Orientation and Nutrition Orientation.
 - d. Breastfeeding Coordinator training to all newly assigned breastfeeding coordinators and current staff who have not attended in the past 5 years.
 - e. Lactation Management Courses annually for all staff that works with breastfeeding mothers. CPA staff is encouraged to attend every 5 years to remain current on evidence-based lactation practice.

Means of Evaluation: Objective 3 will be measured through the sign-in sheets and evaluations provided at the training sessions and maintained on file.

Objective 4: Provide technical assistance on improving local breastfeeding services.

Functional Area: Organization and Management, Nutrition Services, and Nutrition Services Administration.

[Cross-references: Healthy People 2020, Breastfeeding; the USDA Midwest Region Policy Memo #91-6 dated January 30, 1991. WIC Nutrition Services Standards, USDA, Nov. 2001]

Action Plan:

1. Encourage the hiring and/or attainment of the IBCLC credential among WIC professionals.
2. Encourage the Local Agency Breastfeeding Coordinator to attain the IBCLC credential.
3. Continue to have the State Breastfeeding Committee provide representation to the Indiana Perinatal Association Breastfeeding Subcommittee to enhance statewide collaboration.

Means of Evaluation: Objective 4 will be measured by the completion of each Action Plan component.

Objective 5: Utilize Peer Counselor services to promote exclusive breastfeeding and increase breastfeeding duration among participants.

Functional Area: Organization and Management, Nutrition Services, and Nutrition Services Administration.

[Cross-references: Healthy People 2020, Breastfeeding; the USDA Midwest Region Policy Memo #91-6 dated January 30, 1991. WIC Nutrition Services Standards, USDA, Nov. 2001]

Action Plan:

1. Peer Counselors will make contact with prenatal participants to encourage breastfeeding and offer peer support.
2. Increase presence of Peer Counselors in the hospital.
3. Offer early and frequent support to the breastfeeding postpartum mother.
4. Refer to the Local Agency Breastfeeding Expert for problems beyond the scope of the Peer Counselor.

Means of Evaluation: Objective 5 will be measured by the completion of each Action Plan component.

Goal VI: The Indiana WIC Program will prepare for Electronic Benefit Transfer (EBT).

Assessment: Indiana must be EBT compliant by 2020. Electronic Benefit Transfer will benefit participants, authorized retailers, and WIC staff. Food purchases may be made throughout the month, which allows participants to purchase food at multiple stores on multiple days. Tracking of pricing as well as card replacement is much easier with EBT.

Objective 1: Launch EBT in 2016.

Functional Area: Food Delivery Systems, Information Systems, and Food Funds Management.

[Cross Reference: Healthy, Hunger-Free Kids ACT of 2010]

Action Plan:

1. Complete all USDA Handbook 901 requirements related to management information system development.
2. USDA approved Indiana's Joint MIS/EBT IAPD June 5, 2014.
3. The EBT pilot process is projected to begin in January 2016.
4. EBT will be implemented statewide by December 2016.
5. Educate and support vendor participation in EBT roll out.
6. Educate and support WIC clinic staff participation in EBT roll out.

Means of Evaluation: Objective 1 will be measured by successful planning and implementation of contracts that execute EBT. Success is measured by participation of vendors and clinic staff in EBT planning and implementation.

Goal VII: Implement food package changes required or allowed by the final food rule issued on March 4, 2014.

Assessment: The March 2014 final food rule gave states the authority or directive to implement certain food package changes. Indiana reviewed the prospective changes and will implement all the required changes as directed and many of the optional changes.

Objective 1: Successfully implement changes.

Functional Area: Vendor and Farmer Management; Nutrition Services; Certification, Eligibility and Coordination of Services; Food Delivery/Food Instrument/Cash-Value Voucher/Cash Value Benefit Accountability and Control [Cross-reference: 7 CFR 246.12]

Action Plan:

1. Child CVV increase implemented June 1, 2014.
2. Milk changes will be implemented October 1, 2014.
3. Infant CVV will be implemented October 1, 2014.
4. Whole-wheat pasta will be added as an allowable grain October 1, 2014.
5. Changes granting CPAs greater authority issuing certain benefits will be effective October 1, 2014
6. Indiana already requires authorized vendors to accept split-tender CVV transactions.
7. The addition of yogurt is under evaluation.

Means of Evaluation: Objective 1 will be measured by whether participants are successfully able to purchase foods prescribed.